

CHAPTER 10 - MEGA-EVENTS AS CATALYSTS FOR URBAN TRANSFORMATION

The Shanghai Expo responded to the times by selecting cities as its theme. It also introduced the first-ever Urban Best Practices Area and Virtual Expo to pursue a ground-breaking exploration of the possible solutions to the common dilemmas faced by humankind. Today, as this grand gathering comes to a close, we sing high praise for the important value of the World Expo as a platform to confront these challenges and as a vehicle for dynamic exchange and interaction between civilizations. We enthusiastically issue this Shanghai Declaration as a summary of the substantive achievements of the Shanghai Expo and an expression of the shared aspirations of people around the world for a “Better City, Better Life.”

Shanghai Declaration on Better Cities, Better Life

1. ISSUES AND CHALLENGES¹

Large international events work as triggers for local development and bring tangible advantages to the host city and country. Amongst their tangible benefits, mega-events are catalysts for economic transformation, help upgrade urban infrastructure, strengthen the international image of the city and accelerate the implementation of desired urban policies.

By gaining an understanding of the breadth and depth of the opportunities and potential benefits from hosting such events, city leaders and managers become equipped with yet another powerful instrument for urban transformation. An instrument, however, that requires critical initial decisions.

As a city manager you may ask yourself -- Is it relevant or appropriate to engage in the organization of a mega-event? Which event would be the most appropriate to meet the needs of your city? How can you mobilize the necessary assets, resources and public support? How will the event fit in with present plans and help create a new image for the future?

The objective of this chapter is to provide you with definitions, best practices and experiences of cities that have hosted mega-events and fulfilled their aspirations.

1.1. IMPLEMENTING CITY-WIDE CHANGE: URBAN-LEADERS AS PUBLIC ENTREPRENEURS

¹ This chapter was authored by Federica Busa, with valuable input and contributions from Zhang Min, Wu Jianzhong, Vicente González Loscertales, Cheng Jian and Tiziana Bertone.

While the challenges faced by urban managers in different parts of the world are profoundly different based on the city's context, level of development, overall government structure, etc., they are also part of a global context that places common expectations on city leaders.

Two elements in particular stand out. The first is that cities are now recognized as key international players carrying an important responsibility to implement policies and solutions that bear directly on the national economy and on the urban quality of life: environmental, economic, social, cultural, etc. The second is the recognition that problems connected with sustainability, poverty and environmental degradation, amongst others, can only be solved through concerted efforts that simultaneously engage the efforts of governments, the private sector and citizens.

As cities become more and more influential in creating and implementing frameworks to address these challenges, they find themselves at a crossroads where local, national and global efforts must be coordinated to enhance urban quality of life. To respond to this new role, urban leaders are confronted with the equally big challenge of finding critical resources such as talents, funds and public support to implement the necessary changes in management, policies and objectives. Mega-events provide important tools to develop and deploy these resources towards urban development.

To explain how a mega-event can be a catalyst of urban transformation, we can use a simple analogy from the business world. In the market economy, companies wishing to accelerate their growth can pursue a variety of different strategies: they can merge with other companies, build new partnerships or acquire new technologies. These options help them gain quicker access to existing or new markets, achieve economies of scale or transform their processes and operations.

What if a city wants to increase tourism or foreign investment opportunities in a given sector? What if a city wants to optimize its logistics or reduce costs for water and energy services? What if it wants to start a major training programme for unemployed workforce or undertake trade promotion activities? What if it wants to build new infrastructure, improve its transportation system, or redevelop an entire city neighborhood?

When city managers look for solutions to implement change to enhance long-term competitiveness, they do not have the same flexibility and diversity of options. Cities will generally undertake an often painful growth process and struggle to find the local financial resources and public support which are necessary to implement change to the desired degree.

In this context, the most successful cities are those where the leaders act entrepreneurially in the public domain: they launch innovative projects and initiatives that can create and capture

significant amounts of public value in the different domains of city life and thereby increase the level and quality of public goods for citizens, i.e. education, safety, health, peace, etc.²

A mega-event is one such initiative. The successful hosting of a mega-event can enable a city to rely on talents, international efforts and investments that would not be otherwise available on a similar scale for the same objectives.

1.2. SCOPE AND OPPORTUNITIES LINKED TO MEGA-EVENTS

While it is well known that World Expos, Olympic Games, FIFA Cup, etc. fall into the category of mega-events, it is hard to find a common definition that captures their key characteristics and explains their transformational impact on host cities and countries.

In this chapter we will clarify what types of events are relevant, ruling out, in particular, the multitude of small and large commercial events that take place around the world all the time. Although many of these events support a dynamic atmosphere, they are essentially “business as usual” type of activities that connect to existing sectors, be they commercial or cultural.

Here we are concerned with events that are out of the ordinary, that stretch and challenge a city’s comfort zone to the point of creating an historical milestone in the life of the city. The distinguishing criteria of these events that we recognize include:

- a fundamental commitment to significantly expand the quality and quantity of public goods (events of a non-commercial nature but with high economic benefits)
- an international multi-stakeholder involvement (public and private organizations as well as citizens)
- a complex long-term planning process

The combination of these three factors is responsible for the transformational impact of these events on the host city. A general definition can thus be given as follows:

A mega-event is large-scale, internationally sponsored, public entrepreneurship activity engaging a long-term multi-sector organization within the host city and nation with the double goal of supporting overall local and regional development and advancing universal values and principles to meet global challenges.

² Ostrom, Elinor. *Unlocking Public Entrepreneurship and Public Economies*. Helsinki, Finland: EGD

This definition does not specify differences in size, duration, budget or form of public participation. Although quantitative aspects are important, the impact and organizational requirements of mega-events are the essential distinguishing features. Mega-events are:

1. Place-making activities that help to redefine and reposition a city
2. Assigned by international bodies to a “deserving” city after a bidding process
3. A local and a global mandate to cooperate on key challenges and urban improvement

These combined elements are essential to explain their “transformational” capabilities: mega-events bring an injection of new international investments often concentrated in a very short period of time. At the same time they force a city to develop new activities that contribute to re-shape and strengthen its identity from many perspectives, including: cultural, social, economic, sporting, political, etc.

Today, alongside World Expos, Olympic Games, European Capital of Culture, etc., recent experiences show that this definition can also encompass major global conferences held with the goal to advance international cooperation and understanding. For instance, the United Nations Rio+20 Conference, the World Urban Forum, and the meetings of the UN Framework Convention on Climate Change, etc. have had, and continue to have, a major positive impact on host cities.

1.3. CONCLUSION

In a global context, where cities are emerging as strong players, there is an increased demand on urban leaders to design and implement new management practices, policies and infrastructure that help raise the profile of the city, nationally and internationally, and make it an engine for local and regional growth. Implementing change is hard, so to be successful, city managers have to focus on a limited menu of activities that require major investments and public support.

Mega-events, however, can offer an accelerated route of growth leveraging powerful national and international partnerships of both a public and private nature. Through the involvement of new actors, the development of non-conventional partnerships, the convergence of innovative ideas and international resources, mega-events bring new tools for the transformation of urban areas, with an impact on city life that extends well-beyond the location and the duration of the event. Mega-events engage all sectors of a city’s life and administration, thus bringing benefits across all sectors: infrastructure, services, culture, environment, education, economy, etc.

In other words, mega-events not only support the objective of differentiating a city amongst its peers, but also give city managers the option to effectively support and accompany many of the objectives and processes described in the rest of this manual. They facilitate the

implementation of urban transformations by enabling cities' administrations to obtain public support and to mobilize resources that would otherwise be difficult, if not impossible, to get.

2. MENU OF OPTIONS: MEGA-EVENTS AS URBAN DEVELOPMENT ASSETS

When looking at the opportunities offered by mega-events, three sets of options should be considered:

1. areas of urban life where the mega-event can have a significant impact;
2. selection of the most appropriate event based on the characteristics of the city;
3. level of readiness of the city, i.e., vision, operational capacity, etc..

2.1. ASPECTS OF URBAN LIFE AFFECTED BY MEGA-EVENTS

In this section we will explore in detail the different aspects of city life that are touched by the organization of a mega-event. These include: economic development and new business opportunities, infrastructure and service improvement, introduction of new environmental practices and education for sustainable development, branding and internationalization, fostering new types of public-private alliances, enhancing the technological and innovation capacity of the city.

It is worth noting that a mega-event can support and even accelerate the urban transformation initiatives described in the previous chapters, notably through a widespread educational campaign involving citizens and local leaders, the improvement of managerial skills within the city's administration and the enhancement of the innovation and business context.

2.1.1. Economic development and new business opportunities

Urban managers are aware that cities represent the most powerful economic engines in the world. The transformation of large cities to sustainable economic development will be critical to the 21st century global state of affairs.

Chapter 3 -- Transforming the Urban Economy

Mega-events represent one of the options for boosting and enhancing existing economic activities. They support the creation of new opportunities through additional investments from the city itself as well as from the national government and the foreign participants.

A 2009 report by the National Bureau of Economic Research found that hosting a mega-event like the Olympics or the FIFA World Cup permanently boosts trade by 30 per cent.³ Their

³ Andrew K. Rose, Mark M. Spiegel, "The Olympic Effect," NBER Working Paper No. 14854, April 2009.

study of 196 countries' economic performance between 1950 and 2006 found that the "Olympic effect" derives from host countries signaling their intention of moving toward a more open trade policy. Since 1984 there is strong evidence to suggest that the Olympics can have a major impact on the GDP of the host country. Also, calling Expo Shanghai 2010 the "Economic Olympics" was not simply a tongue and cheek expression, but a meaningful reference to an endeavor that would accelerate infrastructure development and economic growth of the city by decades.

Economic benefits include:

NEW INVESTMENTS	<ul style="list-style-type: none"> ▪ New injection of national and international investments ▪ New public-private partnerships in investment
NEW BUSINESS	<ul style="list-style-type: none"> ▪ Repositioning of existing industries ▪ Development and launch of new business sectors ▪ New opportunities from face to face international business meetings connected to participants, sponsors and suppliers
NEW REVENUE	<ul style="list-style-type: none"> ▪ Additional tax revenue for the city: national tax revenues that come back to the city ▪ Higher-value real estate and new business and/or residential districts
NEW TALENT	<ul style="list-style-type: none"> ▪ Additional employment options ▪ New training opportunities in different domains that help develop human capital and foster a new professional cultures at all levels of society through the experience of working within an international event ▪ Development of new entrepreneurial skills in city management

The organizational experience and the generation of new talent generally enable the city hosting the event to support other cities within the country in the bidding for future events, be they national or international. Often the successful hosting of an event is the beginning of a process of regular bidding on other mega-events: it helps maximize the investments already made, and leverage the international credibility at the national level that other cities can benefit from.

2.1.2 Infrastructure and service improvement

Urban leaders understand that effective management is crucial to the successful implementation of an urban development plan. As mayor, one of your first steps might be to assess if the management systems currently in place are adequate for implementing, monitoring and evaluating the implementation of the plan and the provision of related public services.

Chapter 2 -- Delivering Effective Urban Management: Planning for the Future

Mega-events help accelerate the development of new infrastructure or the improvement of the existing built environment. As a result they challenge the managerial and coordination skills of urban leaders, thus helping to enhance the quality of the related public services.

Event specific infrastructure includes elements built for running the event as well as infrastructure that enables services, such as local, regional or international access to the event and varies with the type of event. For international sporting events, the infrastructure is generally distributed across a city and is mostly in the form of sports facilities. For Expos, the event-connected infrastructure is related to the development of the site. In all cases, other facilities include housing for event participants, offices, and transport solutions.

Additional city-wide infrastructure and services include those that are essential to access the event, to ensure security, to provide alternative activities for the public during the event and to accompany the overall process of upgrading the city. These include:

NEW INFRASTRUCTURE	<ul style="list-style-type: none"> ▪ New transport links and services to improve city connectivity ▪ New facilities for energy supply and distribution
NEW FACILITIES	<ul style="list-style-type: none"> ▪ Buildings and public spaces hosting a wealth of different activities to be used during the event and to remain as future legacy (i.e. business parks, conference centres, museums, hotels, etc.)
IMPROVED SERVICE	<ul style="list-style-type: none"> ▪ Improved public service delivery in the city during and after the event
IMPROVED MANAGEMENT	<ul style="list-style-type: none"> ▪ Improved ability of the public administration to deliver and coordinate services

Infrastructure and service development help strengthen the city's ties with its region and improve services and social and cultural offerings for both residents and visitors.

This coordination exercise is a distinctive feature of mega-events and an important legacy in terms of developing organizational and managerial talent. Through the experience of designing and managing a mega-event, city managers will be encouraged to rethink many planning and coordination aspects of the city and its infrastructure around a new shared ideal.

2.1.3. Fostering an innovation-minded environment

As local leaders, it is important to understand that cities that are innovative can achieve advantages in globalization. The success of cities and their inclusion in globalization can be measured by the capacity they have to bring out new ideas and spread them.

Chapter 7 -- Embracing Scientific and Technological Change

Innovation is both a driver and a major outcome of mega-events. Hosting a mega-event requires an innovation-driven mentality that must be already present in the city. Through the development of new infrastructure, green buildings, energy systems and new types of transport, each mega-event offers an opportunity to the city to test innovations in science and technology, but also in other domains, including culture, education, etc.

A mega-event fosters innovation in three key ways, by introducing:

- novel opportunities in the business and market environment
- a platform (site, venues, etc.) to experiment with innovative solutions in the design, operations and infrastructure
- a communication space for the general public to understand the nature, the impact and even the application of new technologies.

Each event helps strengthen the innovation capabilities of the industries involved. Whether the event is a general one like Expos, a sporting event or a cultural event, the city and the enterprises are affected by knowledge spillovers from which they can gain a lot of experience. Opportunities for new and existing businesses emerge from both the operational requirements prior to and during the events as well as from sponsorship activities. From the time of the bid, different sectors begin to respond to new opportunities created by a new dynamic environment promoting entrepreneurship. These include: construction, hospitality, tourism, environment, information technology, marketing, transportation, etc. The Expos' mandate⁴ explicitly states that they shall help the general public understand the impact of innovation on quality of life at both the local and the global level. This is achieved by showcasing innovation through the pavilions, thus drawing attention to new technologies.

Today, many mega-events contribute to the education of the public about technological change through the design and presentation of venues and event management.⁵

2.1.4. Environmental practices and education for sustainable development

Political will and strong leadership at the top levels of city government are needed if we are to transform the built sector. To encourage such leadership we may sometimes need to educate city leaders to strengthen their conceptual understanding about sustainability and its long-term, systemic benefits to the economic vitality of a city. Strong executive leadership has been the key driver for the successful transition to green building and sustainable development.

⁴ An exhibition is a display which, whatever its title, has as its principal purpose the education of the public: it may exhibit the means at man's disposal for meeting the needs of civilisation, or demonstrate the progress achieved in one or more branches of human endeavour, or show prospects for the future. Art. 1, BIE Convention, Paris 1928.

⁵ In the case of China for instance, Olympics and Expo helped set up laws and policies that support innovation, including the protection of intellectual property rights.

Recognizing that mega-events can leave major environmental footprints, in recent years oversight organizations such as the BIE and the IOC have developed requirements to create greener events and contribute to education on sustainable development. It is fair to say that today environmental protection and education have become hallmarks of mega-events such as Expos and Olympics.

In the case of Expos, for instance, as early as 1994, the BIE approved a milestone resolution stating that future exhibitions have “a commitment to the supreme importance for Humanity of due respect for Nature and the environment.” With this resolution the BIE established the future direction of the 21st century Expos as forums for resolving global issues. This is partly achieved by connecting the theme to concerns that reflect the global efforts toward the environment and sustainable development.⁶

By providing a stage where global actors can showcase their visions and solutions to climate and environmental challenges, mega-events can make a key contribution to cooperation and education for sustainable development.

Mega-events reflect this trend in a variety of ways, including:

- Implementing environmental practices in event operations and infrastructure.
- Promoting an understanding of environmental issues through the theme.
- Making the site a living example of environmentally sound practices.

At the same time, new forms of exhibitions presenting best practices enable visitors to see real-life examples of sustainable concepts, such as in urban development. The site therefore becomes a laboratory for environmental and sustainable solutions that can later be applied at the wider city-scale.

The preparation period for a mega-event is an opportunity for city managers to create expectations and to establish a more environmentally-oriented mindset in the citizens that will

⁶ Since the year 2000, the main UN agendas have guided the selection of Expo themes. Agenda 21 of the 1992 UN Conference on Environment and Development in Rio de Janeiro inspired the themes of Hannover 2000, Humankind, Nature and Technology: A New World Arising, Aichi 2005 Nature’s Wisdom, Zaragoza 2008 Water and Sustainable Development and Shanghai 2010 Better city, Better Life. Following the United Nations Framework Convention on Climate Change (UNFCCC), the future Expo of Yeosu 2012, with its theme The Living Ocean and Coast, will focus on harmonizing the development and environmental preservation of maritime resources with a special emphasis on climate change. Finally, Milan 2015, through its theme Feeding the Planet, Energy for Life, has committed to promote the UN campaign to achieve the Millennium Development Goals.

facilitate acceptance of future policies; it also is an opportunity for urban leaders to learn more themselves. Thus, the educational impact of the event is not limited to the public but touches also local and national leaders.

The importance of the environmental impact of mega-events is reflected in the fact that they are now currently delivering environmental reports that reinforce this commitment to implementing environmentally sound and green events.

ZARAGOZA 2008: AN ENVIRONMENTALLY-FOCUSSED EXPO

Zaragoza 2008 was held from 14 June to 14 September 2008. The Expo was a successful example of how to bridge a strongly environmental theme with site operations, event management and legacy of the Expo. Building on its longstanding tradition in water conservation and management, the city of Zaragoza selected the theme Water and Sustainable Development, which was also consistent with the city's objective to reclaim the banks of the river Ebro and to create high quality business and recreational spaces through the Expo. Following the environmental practices of Aichi 2005, the management and operation of the 25 hectare Zaragoza Expo site along the river Ebro promoted a number of experimental and environmentally-friendly technologies, such as:

- renewable energy powering 100 per cent of the site and facilities
- hydrogen powered vehicles
- bioclimatic architecture
- maximum use of recyclable materials for promotional activities
- techniques for irrigation and watering "vegetal walls" by using water from the river
- million trees planted by volunteers in the region of Aragon

An important aspect of the legacy of the theme is the designation of Zaragoza as the location for the headquarters of the United Nations Office to Support the International Decade for Action 'Water for Life' 2005-2015, UN Secretariat for the Water Decade for Action (2005-2015), which is allowing the city to continue the work undertaken with the Expo 2008.

2.1.5 Leveraging branding and internationalization opportunities

The use of culture in urban planning strategies is closely linked to urban marketing and city branding. Some industrial cities that were old, grey and grim based their regeneration on the creation of high-profile cultural facilities and activities.

Chapter 9 -- Fostering Culturally Rich Communities

In the global competitive environment, urban managers must find ways of making their cities known, establishing elements of differentiation and value that would attract foreign visitors as well as investments. Branding has become today an essential component in the life of a city to support tourism, attract foreign investments, and create an image of stability and trust.

Mega-events offer unsurpassed promotional opportunities as they are a world stage where organizers and participants can display their achievements and domains of excellence. Thus,

they are themselves a communication platform that a city can use to support a branding campaign and launch an internationalization effort.

From a global visibility perspective, the recent experience of China with the Olympics and Expos is very telling. The 2008 Beijing Olympics reached the largest global television audience on record with more than 4 billion people worldwide in a few weeks, and the 2010 Shanghai World Expo had a record number of visitors (over 70 million on site). Each event was an opportunity to take center stage and to reinforce a global image of the city and of the country.

A key objective of branding and internationalization efforts is to attract tourists while creating a welcoming mindset in the local culture that makes it more open to the world. In this sense, mega-events also help trigger a genuine interest in local citizens to learn foreign languages, travel and build relationships abroad.

The expansion of tourism not only benefits the host city, but also the overall region and country, provided that the organization is open and inclusive. Event visitors do not stop only in the host city but also explore other regions in the host country; vice versa, the event represents an additional attraction for the tourists that are already planning to visit the country.

Because mega-events carry content and enjoy international backing, they amplify the impact of any branding campaign and help move well beyond standard advertising practices. In addition to showcasing local and national culture, society, and economy to the world they can help the host city take a leading role in catalyzing global attention on a key issue for humanity. Thus, through a mega-event, the city can enrich a branding campaign with content that is meaningful globally and goes beyond traditional commercial techniques.

In other words, mega-events tie together city branding and public diplomacy. For example, Expo Shanghai represented a novel form of diplomacy built around an important international event. Expo Shanghai supported major activities in political diplomacy, economic and science/technology diplomacy, public diplomacy and cultural diplomacy. For China, Expo diplomacy will exert far-reaching significance.”⁷

All types of media play a critical role not only in promoting the events themselves but also in building the public consensus that will ultimately help advance an enhanced perception of the host city. The extraordinary media exposure related to a mega-event helps convey internationally the image of the country. While reporting on different competitions, events or

⁷ Yang Jiemian. *China's Expo Diplomacy: Theory and Practice*. Shi Shi Publishing House, April 2011.

aspects of the mega-event, the global media also report extensively on other aspects of the host nation: its geography, its economic potential, its social and cultural transformations, etc.

The branding opportunities for international participants should not be underestimated. On the contrary, their interest in participating will be proportional to the ability of the host city to provide a highly visible platform both nationally and internationally.

2.1.6 Multi-level public-private alliances

Scalable sustainable urban development uses integrated strategy and management techniques that span traditional departmental “silos,” creating cross-discipline collaboration and efficiencies. [...] In addition to using integrated sustainability approaches across city functions, the complexities of challenges faced by large cities require that city management areas and agencies also use integrated strategies within functions and departments.

Chapter 1 -- Envisioning a Harmonious City with Sustainable Communities

The ability of all mega-events to make a strong impact is also due to the nature of the stakeholders. The different partnerships established can be very beneficial for the host city and region, and include:

- Public and private organizations: (local and regional administrations, governments, global corporations, international organizations, etc.)
- Relations with oversight organizations that assign and oversee the events
- Relations with international participants and organizations

As shown elsewhere in this publication, the partnerships between public and private organizations are becoming important tools for both the financing of and the delivery of city services. Mega-events are a way for cities and governments to engage together in a global project that can generate major local and international benefits. Hosting a mega-event offers a variety of advantages for all the different actors and stakeholders involved.

Although this manual is focused on cities, it is important to understand how the impact of a mega-event goes beyond the urban and regional boundaries. The international dimension of the event brings into focus the role of the national government and requires a synergy of vision and intent between all public institutions. Indeed, only if the host city and the government have a shared understanding of the mutual benefits they can gain from the mega-event, will the expected results be achieved.

Cooperation between public and private organizations. A mega-event is an opportunity to support the development of these highly beneficial alliances. Indeed, the most successful mega-events derive from a close collaboration between the public and private sectors. The

importance of managing private and public participation is extremely important at the infrastructure level, especially given the size of the investments required. Mega-events require very significant investments and therefore many cities and governments shy away from them. The development of large-scale infrastructure with ongoing maintenance requirements (e.g., transportation) often requires public-private partnerships that can help secure additional financing, offer specialized expertise, and better manage risk.

The involvement of private companies is extremely important as they contribute funding and innovation capabilities. According to a report from PriceWaterhouseCoopers: “Private partners have complemented public-sector know-how with additional funding, expertise, and oversight [...] In fact, the costs and benefits associated with mega-events present ideal opportunities for public-private investment partnerships that serve wider urban development goals. Deals that are structured to be mutually beneficial to both the public and private partners are most likely to succeed because each partner becomes an active stakeholder. Depending on the particular deal or type of infrastructure investment, private partners sometimes become long-term stakeholders. As cities encourage more private-sector participation, they can realize the twin benefits of improved access to capital and greater budgetary certainty; well-structured contracts can allocate risks—related to cost overrun, delay, and quality—to the private sector.”⁸

Cooperation with International Oversight Bodies - All mega-events have some central organizing authority that enforces rules, regulations and best practices. The very natures of the international organizing bodies demonstrate the relevance and importance of the global involvement in support of each event. The Bureau International des Exposition (BIE) in charge of Expos represents 157 member states, while the International Olympic Committee has around 205 national Olympic committees, and FIFA has about 203 football associations. Although the members are quite different in each organization, their number reflects the voice of a very significant majority of the world community in their respective areas of human endeavor.

Thus, when a mega-event is assigned to a city, it brings a strong international legitimacy to the host and, at the same time, it establishes a very high degree of public accountability. However, the important role of the international bodies does not end there. In fact, the involvement of these oversight organizations ensures the following benefits:

- *Transferring best practices* - each mega-event is a novel experience for a city, which can rely on the oversight body for strategic and organizational support.

⁸ *Game on: Mega-event infrastructure opportunities*, PriceWaterhouseCoopers Report, April 2011.

- *Enabling and facilitating international communication* - the oversight bodies will be the natural catalysts to facilitate international engagement thanks to their existing network and their mandate to ensure involvement under the best possible conditions.
- *Leveraging the values and brand of mega-events* - as mentioned above.

Cooperation with international participants and organizations - Table 10.1 below shows the level and type of international participation; participants are entities that are actively engaged in the preparation and the operation of the event.

Table 10.1 Level and type of participants at selected mega-events

	Event Participants	
	National Olympic Committees	Athletes
Summer Olympics		
Sydney 2000	199	10,651
Athens 2004	201	10,625
Beijing 2008	204	10,942
Winter Olympics		
Torino 2006	80	2,508
Vancouver 2010	82	2566
Official Expo Participants⁹		
World Expo		
Seville 1992	112	
Hannover 2000	155	
Aichi 2005	121	
Shanghai 2010	246	
International Expo		
Taejon 1993	141	
Lisbon 1998	155	
Zaragoza 2008	107	

Involvement of participants is essential. In fact, through both direct and indirect investments – money, services in kind, tax payments, provision of volunteers, promotional activities at home, etc. – they all have major stakes in the outcome and the success of the event. To them, the event is an equally important opportunity to showcase excellence and develop new cooperation relations. Because of the key role played by international participants in the successful preparation of the event, coordination with them is extremely important, and this will help establish long-term relationships of extremely high-value for the city.

⁹ The term *Official Participant* refers to participating countries and international organizations. It does not include the participation of companies and civil society organizations which are also key actors.

2.2. CHOOSING THE RIGHT EVENT FOR YOUR CITY

Although mega-events have many common benefits, not all events are the same and each city will have to understand which event best fits its objectives, resources and identity. To explain the difference between types of mega-events we can identify two important criteria.¹⁰ The first is a distinction between the scale and the scope of the event - which reflects the level of organizational complexity and the potential impacts and benefits. The second criteria is the strategy of outreach to the general public.

The *scale* of the event defines the capacity to involve, attract and mobilize international participation. The *scope* of the event defines the diversity of content and themes, which translates into a greater diversity of resources that should be mobilized locally and internationally for operational, communication and content development. It indicates the extent to which some of these organizational aspects can be standardized.

Figure 10.1 Distinction between scale and scope of selected mega-events



The distinction between scale and scope also reflects the extent to which different mega-events engage higher levels of creativity and entrepreneurship within a city. If we look at the extremes of this matrix, the larger the scope the greater the innovation input from the city should be. Breadth of scope entails a greater degree of thematic diversity, richness of content and display innovation. The larger the scale, the greater the operational demands to coordinate the event on a global scale.

¹⁰ Bureau International des Expositions: *Internal Report*, 2008. Paris, France.

These criteria point out one of the fundamental differences between Olympics and Expos in terms of organization requirements. Although they both have the greatest scope in terms of diversity and levels of participation, they differ in the degree of complexity linked to the design and implementation level.

In the case of Olympics and other sporting events, there is a much higher degree of standardization based on the technical requirements for each sport venue. However, in relation to the FIFA World Cup, the Olympics are much broader as they continue to introduce new types of sports and they involve events and infrastructures that relate to the cultural and environmental dimensions of the city. Because of the well-tested venue organization, the Olympic organizers can rely on a significant set of core specifications already available to them that will greatly support the organization and operations phase.

Each Expo has a new theme requiring a greater level of diversity in the content and the infrastructure. Although there are core specifications available to the organizers these are more limited, thus requiring a greater degree of internal coordination and entrepreneurial creativity from the organizer.

Looking at a different type of mega-event, i.e., international conferences, there will be a strong focus on operational capacity, relevance of the host city and security requirements.

While there is a major difference between different types of events, international bodies have also allowed for events of different size to accommodate the needs of different cities. For instance, the BIE distinguishes between World and International Expos¹¹ and the IOC between Summer and Winter Olympics.¹² In both cases the level of international participants (exhibitions or athletes), the number of visitors and public and the amount of investments differ very significantly.

The second distinction between mega-events is in the form of outreach to the general public. Expos and European Capitals of Culture, for instance, rely on public visitors to the site and to the city. Sporting events, although they attract a large attendance to the venues, rely more on media and global television viewers. This distinction is connected with the nature of the venues and offerings which lend themselves more naturally to different types of presentation and communication. These will ultimately determine the success criteria.

¹¹ The terms “World Expo” and “International Expo” are used for general communication; “International Registered Exhibition” and “International Recognized Exhibition” are the corresponding ones from BIE Regulations.

¹² The terms Summer and Winter Games are part of common usage. However, the Olympic Charter states that “The Olympic Games consist of the Games of the Olympiad and the Olympic Winter Games”.

Figure 10.2 Relation between visitors' presence and media exposure



The impact and role of the media is directly related to the duration of the event. The nature and relatively brief time period of sporting events makes them significantly more “newsworthy”. On the contrary, because an Expo lasts 3 to 6 months, it is hard to maintain the interest of the press and therefore the organizers often focus on more targeted events.

The global reach of the Olympics through media exposure remains extraordinary. The Games have made their opening ceremony a major part of their culture and a very important “institutional” moment that is followed by everyone. For instance, 3 billion people watched the opening ceremony of the Beijing Olympics.¹³

Table 10.2 Visitor information at selected mega-events

year	City	Expo			European Capital of Culture			
		Visitors (million)	Duration	Population	City	Visitors (million)	Duration	Population
1998	Lisbon	10	4 months	564,657				
2000	Hannover	18	6 months	> 500.000				
2002					Bruges	1.6	≈ 1 year	116.836
2003					Graz	2.7	≈ 1 year	226.244
2004					Lille	9	≈ 1 year	180.000
2005	Aichi	22	6 months	7,4 million (prefecture)				
2007					Luxemburg	3.3	≈ 1 year	77.000
2008	Zaragoza	5.6	3 months	638,799				

¹³ The BBC reported five million viewers in the United Kingdom, the Seven Network had 7.8 million viewers in Australia, The Hollywood Reporter said 4.4 million in France watched the ceremony, the ARD estimated 7.72 million viewers in Germany, while in Italy, RAI had 5.5 million viewers, and in Spain, TVE obtained 4 million viewers. In the United States it managed to capture a total of 69.9 million.

2010	Shanghai	70	6 months	23 million				
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Table 10.3 Participation of various groups at Olympic events

	National Olympic Committees	Athletes	Volunteers	Media	TV Viewers
Summer Olympics					
Sydney 2000	199	10,651	46,967	16,033	
Athens 2004	201	10,625	45,000	21,500	
Beijing 2008	204	10,942	100,000	24,562	
Winter Olympics					
Torino 2006	80	2,508	18,000	9,408	
Vancouver 2010	82	2566		10,000	4 billion

Once a city has selected the mega-event that best fits its objectives and aspirations, it will engage with the country in a long-term partnership to win the right to host the event and then to implement the project.

2.3. PREPARING FOR THE EVENT

2.3.1 *Developing the Vision before and during the Bid*

Reaching the decision to bid is a significant task in itself. It requires advance planning to integrate the future vision of the city and the contribution of the mega-event. A decision to bid is therefore generally taken well before the beginning of an official bidding process and is generally associated with the development of the supporting infrastructure and image for the city.

The bidding process is a self-contained project which tests the public entrepreneurial capacity of the city and its ability to manage a campaign to gain support internally and internationally. For a 12-24 months period, the city will try to answer important questions such as: Does the investment in the mega-event support the region's long-term needs and objectives? Which financing models should be applied? What role will sustainability play? What kind of governance is best suited for the project? What will be the legacy for the city? How attractive is an event in our city for international participants and sponsors?

2.3.2 *Operational Readiness*

Receiving adequate support from the government authority is necessary during the bidding phase. However, coordination and communication between the city, the organizing committee, government and community entities during the planning and operation phases are essential to the success of staging a mega-event.

The size and complexity of a mega-event require the organizing committee to directly interact with local and national Government entities in many programmes during the planning phase, such as, for instance:

- construction of the site or of specific venues or renovation;
- accreditation of participants, which is often managed in cooperation with the national government body which is responsible for border control;
- organization of joint events (i.e., conferences, forums, shows, etc.);
- protocol aspects, which are managed in cooperation with the Foreign Ministry;
- transportation systems, i.e., the urban mobility plan and urban signage system.

During the event, the cooperation becomes stronger and requires an efficient system of command, control and communication. The many factors that may influence this structure are outlined in Table 10.4:

Table 10.4 Factors that influence mega-event institutional structures

Relationships between Government bodies and the Organizing Committee	<ul style="list-style-type: none"> – Is there a single coordination authority or multiple agencies? – What are the respective responsibilities of the city government and the organizing committee? – What are the respective services to be provided by the city government and the organizing committee, who pays for what?
Legal factors	<ul style="list-style-type: none"> – What national laws relate to events? – What are the obligations defined by the BIE, the IOC or FIFA?
National culture	<ul style="list-style-type: none"> – What is the decision making approach? – Does the country have centralized or decentralized structures? – Are staff ready and prepared to be empowered? – Is there a culture of volunteerism?
Decision making process	<ul style="list-style-type: none"> – Who will take the final responsibility for analyzing information, making decisions and defining actions during events operations? – Who is responsible and who will take action in case of emergency or crisis? – In highly shared programmes, such as Medical assistance, Security, Transport, City Operations, who is the leader? – Who decides what will be reported to the Media?

In the case of the Olympics, the Organizing Committee is recommended to organize a Main Operations Centre, which provides a centralized system to manage the Games effectively in terms of information, coordination, reporting and decision-making. The Main Operations Centre should be comprised of the Organizing Committee executives, the representatives of

the city and the Government involved in the events operations. This programme was applied by several Organizing Committees with different results, due to the factors previously analyzed. Nevertheless, it proved to be a good working framework.

2.3.3 Post-event Management

The legacy of a mega-event in a city can be rich and diverse. The term ‘legacy’, however, is somewhat misleading as it should not be thought of only as a “post-event” issue to be dealt with in the future. The legacy must be part of the vision to begin with and should be translated into a plan, which is the event itself.

When either planning or evaluating the legacy of the World Expo, the focus is generally on the impact on the infrastructure, the economy, the brand image, etc. But there should also be a vision for how to carry forward the intangible and cultural legacy of a mega-event and translate it into effective and concrete initiatives relevant for the participants, and the general public.

Generally speaking four main legacies for mega-events should be planned:¹⁴

- The **informational legacy** embodies the know-how of organizers as the result of the compilation and preservation of all the records of the event (data, activities, events, etc.). These records are the knowledge base that will be invaluable for future organizers and researchers.
- The **transformational legacy** includes the wealth of different individual and joint projects with lasting impact on the economy, the public services, the city landscape, the culture, the environment, society, politics, etc.
- The **theme legacy** includes the projects and initiatives that are the result of the mega-event’s focus on the theme.
- The **cultural legacy** includes the projects and initiatives that help foster the education of citizens in the history, the values and the future of the relevant mega-event.

Legacy management is generally a challenge as the dedicated event organization is dissolved after the conclusion of the mega-event and the staff move on to different positions (new jobs or return to previous jobs after having been seconded to the event). In this case, relevant public organizations should be identified where key personnel can continue to carry on specific legacy-related projects.

¹⁴ *The Legacies of Expo 2010 Shanghai China: a BIE perspective*. BIE Report, 2010.

3. CASE STUDIES

3.1. EXPO SHANGHAI 2010, A GLOBAL PLATFORM FOR FUTURE URBAN DEVELOPMENT

Between May 1st and October 31st 2010 the city of Shanghai hosted the World Expo 2010. This event became one of the most successful Expos for a number of reasons: the timing, the place, the contents and the ability to foster models for future urban development.

From a purely quantitative perspective, Expo 2010 featured the largest site, a record number of participants and visitors and an unprecedented events and forums programme. The 5.28 square kilometres site, located at the heart of the city and stretching along the banks of the Huangpu River, was a massive urban regeneration project aimed at developing new business, cultural venues and green spaces.

Shanghai 2010 experienced an unprecedented breadth and depth of participation. Participants included 192 countries, 50 international organizations, as well as corporations and NGOs which were present through individual or joint pavilions. Shanghai 2010 also reached a very wide public: over 70 million people visited the site in the course of 6 months and over 150,000 volunteers were involved in the organization and operations of the Expo. The event and cultural programme included shows, activities and publications in the tens of thousands.

An influential and diverse group of global players viewed Shanghai 2010 as a privileged meeting place. Alongside the opportunities that an Expo offers to build new relationships – be they political, diplomatic, commercial, etc. – or cement existing ones through its theme, Shanghai 2010 demonstrated how an Expo can support the public policy and communication efforts of all those that were present as official (governments) and non-official participants (international organizations, NGOs, corporations).

For participating countries, Expo 2010 was a natural platform to promote their identity and presence in China, as well as those of their regions and cities. For international organizations, the theme of Expo 2010 made it an ideal vehicle to advance the issues critical to their mandates, especially as they pertain to the wide-range of subjects concerning urban development and quality of life. Cities participated in an Expo for the first time in their own right; Shanghai 2010 was an opportunity to advance cities' international role through a strategy that involved high-quality content-driven presence.

Private corporations participated either through national pavilions or with their own pavilions. In both cases, as they contributed the bulk of innovation to the Expo, they significantly reinforced their presence and brand in China.

Choosing the right theme for the Expo - The choice of the theme was particularly important for two reasons. The first was of a practical nature, given the importance that the global community is placing on the growth and transformation of cities. As much of the world

experiences rapid urbanization, social, economic and environmental pressures often negatively affect quality of life; these can often be improved by joint international cooperation, such as sharing of best practices.

The second was strategic for both China and the BIE. With the assignment of Expo 2010 to China the BIE member states acknowledged a solid Expo project and a key political role for the country in the future of sustainable development. After successfully staging the 2008 Olympics, China was ready to take up another major event of great complexity. Through the choice of the theme, Shanghai 2010 not only reflected an important need of society but highlighted one of the *raison d'être* of Expos, namely building more dynamic and livable cities through global cooperation.

Shanghai was a highly credible place to host an Expo on “Better City, Better Life” for two reasons. Firstly, because of the combination of its size and its rapid development, Shanghai embodied the different challenges faced by a majority of cities in the developing world. Secondly, as the first Expo to take place in the developing world, Shanghai was a well suited venue to bring together diverse experiences and build the bridges that would help improve the cities of tomorrow. As the global community looks to connect the developed and developing worlds, East and West, North and South, rich and poor, urban and rural environments, past and future, Shanghai was perceived as a city that was at the cross-roads of this effort.

Engaging Key Institutional Stakeholders - The Key Role of the Shanghai Library - The role played by the Shanghai Library in the development and sharing of knowledge resources within the Expo deserves to be mentioned as a best practice in itself.

After the successful bid to host Expo 2010, the Shanghai Library established an information center and began a systematic effort to collect research material related to Expos and to support the Expo Bureau, in charge of the organization, in all of their education, promotion and dissemination efforts. Throughout the preparation phase, the Library has undertaken many new initiatives to serve and support Shanghai 2010. These include

- Research teams were established to undertake many projects for the Expo Bureau. By 2010 they had published 10 volumes on the Expo.
- World Expo Information Center was established to support research and knowledge sharing for the Bureau and the World Expo and has become today a leading information center on the Expo in China. The Center launched an initiative to record and collect everything starting from Expo 1851. They continue to develop and expand their collections, including everything that is produced/published by the BIE.
- Library Services to the World Expo. Since 2005 the library has worked with the Expo Bureau to provide support for the Communication and Promotion Services of the Expo by:

- Organizing a library in the Media Center on the Expo site
- Producing videos for the China Pavilion to entertain people while queuing
- Providing clipping services for customized usage
- Organizing a lecture series about Expos (by 2010 the library had organized 95 Expo-related lectures reaching about 45,000 people)
- Providing solid academic research support to exhibitions and other promotional activities
- Carrying out survey services including monthly media coverage and media monitoring of sensitive issues

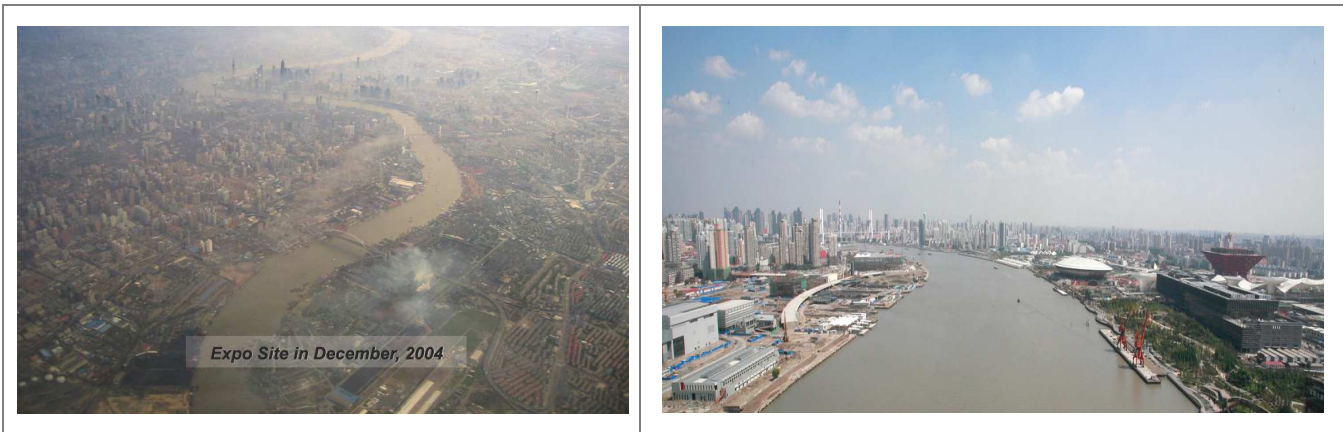
Engaging partners beyond the host-city itself - Through Expo 2010, China successfully engaged the whole country not only through the nation-wide promotion of the theme but by mobilizing and engaging all of its provinces, municipalities and cities in different activities in preparation of the Expo.

In the case of neighboring cities, Expo 2010 organized international thematic forums, positioned as high-profile events, outside of Shanghai. Each forum took place in one of six important cities of the Yangtze River Delta, each one known for its active engagement in a specific theme of the Forum. While providing design and organizational support in one important aspect of the Expo, each city had an opportunity to gain benefits, such as enhancing their international identity, reinforcing their image nationally and launching innovative new initiatives.

Shanghai 2010 also created opportunities for other international cities by introducing the concept of an exhibition area fully dedicated to urban best practices, where cities could display and share their achievements. The Urban Best Practices Area (UBPA) was a dedicated 15 hectares zone at the heart of the Expo site where selected cities from around the world displayed their real-size, real-life solutions to enhance their quality of life, often through green buildings.

Urban Regeneration and Environmental Transformations - The Expo designed and applied environmental innovation at a larger scale than any Expo before. It fulfilled its promise to be a green and low-carbon Expo. It is fair to say that part of the environmental legacy of the 2008 Beijing Olympics (see section 3.4. below) was to create an example for Shanghai 2010 to follow and to surpass.

As the pictures below show, the image of Shanghai changed radically as the result of the same types of improvements that were planned and implemented in Beijing, including improvement of air quality, policies for emission reductions, and relocation of highly polluting factories previously located in the center of the city.



View of the city and of the site hosting the Shanghai Expo in 2004 and in 2009.

The heart of the city along the river has gained new facilities that will be dedicated to cultural and business activities. These include renovation of previously polluting sources that are now being re-utilized as modern museums:

- Nanshi Power Plant, which used to be the biggest air pollution source in the area, will become a museum of Modern Art
- Jiangnan Shipyard, another major source of pollution in the past has been retrofitted into the China Shipping Pavilion, to become a permanent shipping Museum.

Within the Expo site, additional old buildings were classified and preserved as “Outstanding Early Modern Architecture”. These are now restored architectural heritage venues used for exhibitions, cultural exchange and recreational functions.

The city gained overall as many neighborhoods were refurbished and brought back to life. This includes a general renovation of the Bund Area.

Enhancement of transportation capacity and services includes:

- Expansion of existing airports to reach a capacity of 94 million passengers per year;
- Expanded metro line reaching 420 Km with 13 lines, ranking second in the world after London.
- Expansion of water transportation including the building of 3 shipyards, each with 80000-ton capacity and 66 international cruise ships expected to berth

Lessons Learned:

There are many reasons for the success of Shanghai, as outlined above. These can be briefly summarized in the ability of the organizers to create as much synergy as possible between

very different public institutions, which were often open - as in the case of the Shanghai Library - to undertake innovative activities in addition to their current ones. The strong planning and coordination system in China was certainly a strong asset in establishing a synergy and opening communication channels between different organizations.

3.2. NINGBO: LEVERAGING EXPO 2010 TO BOOST THE CITY'S TRANSFORMATION

The city of Ningbo is located in the Yangtze River Delta, less than 200 km from Shanghai and has a population of 2.2 million.

Ningbo became heavily involved in Expo Shanghai 2010, which it saw as an opportunity to advance its positioning as a center for information technology innovation. Indeed, Ningbo has given priority to the development of the software and information service industry, which in recent years achieved an average annual growth of 40 per cent.

In May of 2010, the first high-level international theme forum of the Shanghai World Expo was held in Ningbo and was dedicated to “Information and Communication Technology and Urban Development”. The forum explored the future of cities through the development of information and communication technologies, focusing on issues of urban management, urban life and integration into the global economic framework.

The concept of a “smart city” was explored in the Forum as a central idea for urban development. It is also one of the key goals of the Ningbo municipal government that is planning a stepwise implementation of a smart city through the identification of key issues and the application of ICT solutions. On 24 September 2010, the Ningbo Municipal Government issued a decision to develop the framework of a “Smart Ningbo.” Ningbo has thus become the first city in China to systematically map out the construction of a smart city, and the first city to make this a core principle of its urban development strategy.

Ningbo will align the development of the smart city concept with its international port, thus creating a city that can lead by combining the ICT industry with important trade facilities. Ningbo will pilot some projects in the Hangzhou Bay New Zone, and then promote successful experiences to the whole city.

With impetus from the Shanghai Expo Forum, Ningbo is implementing its smart city strategy based on the rationale that information and communication technology helps:

1. to disseminate government information and increase efficiency;
2. to provide better services to citizens;
3. to improve the competitiveness of business enterprises;
4. to allow farmers and the agriculture sector better access to market information.

Based on this rationale, Ningbo has launched 120 projects, one of which is a community service platform called “81890,” which was described during the Expo Theme Forum. Citizens can dial 81890 to access any type of information. The service has less than 200 employees, and has built partnerships with over 700 enterprises. Sponsored by the government, it adopts market operations and serves the public.

In addition, recognizing that digitalization promotes urban development, the city has implemented a solution for eliminating digital gaps and promoting ICT in rural areas. Nine hundred out of the 2600 rural communities around Ningbo benefit from an information access platform. In a given community there is a fixed place equipped with computers, professional information service staff, a management mechanism and an incentive mechanism.

Inspired by the Expo 2010 Forum, the Ningbo Municipal Government launched the organization of an Exhibition on Smart Cities, with the first exhibit held from 2-4 September 2011. Mr. Mao Guanglie, Mayor of Ningbo, announced that Ningbo Municipal Government will allocate 1 billion RMB per year to develop a smart city and to train citizens in relevant ICT fields. Foundation grants and private sector investment are also being sought to support the smart industries. By 2020, with the improvements of smart technology and new infrastructure, Ningbo is expected to become a premier smart city of the planet.

Lessons Learned:

A mega-event is not only an opportunity for the host city but also for other neighboring cities that can contribute organizationally in areas that are best suited to their future goals.

3.3. AICHI 2005: THE FIRST ECO-EXPO

Aichi 2005 was held from 25 March to 25 September 2005 in Nagoya, Aichi Prefecture of Japan attracting about 22 million visitors. The organizers had set out three key objectives to assess the success of their Expo:¹⁵

1. Expo performance as a project. The metrics were comfort and safety, visitors' satisfaction, and reaching a target number of visitors.
2. Sustainability as a model for Expos. To influence the resolution of global issues by drawing international attention to the development of the Expo theme “Nature’s Wisdom” through high quality presentations.
3. Theme development to encourage new social behavior.

¹⁵ Nakamura, Toshio. *Aichi 2005 World Exposition Results and Evaluation*, Report, September 2005.

With its theme “Nature’s Wisdom,” Aichi 2005 aimed to emphasize the links between humanity and nature in the 21st century. It aimed to give visitors first-hand experience in cutting edge technologies, new social systems and future lifestyles that can offer solutions to the many challenges facing the world.

Although Hannover 2000 had already embraced the 1994 BIE resolution stating the commitment of Expo to support sustainable development, Expo Aichi 2005 established a direct connection between its theme *Nature’s Wisdom* and the design, development and management of the site. Aichi 2005 encouraged exhibitors to share wisdom and cooperate with a common goal of resolving global issues. Amongst exhibitors it included the participation of many developing countries, international organizations (such as the UN, International Tropical Timber Organization, OECD, and the International Red Cross and Red Crescent Movement) as well as citizens groups.

Its vision also reflected the BIE requirements that “each exhibition must have a modern theme corresponding to the expectations of contemporary society” and that the theme “should give ample scope for a presentation of state-of-the-art scientific, technological and economical progress made in the area chosen, while giving due consideration to the dichotomy existing between human and social aspirations on the one hand and the necessary protection of the natural environment on the other.”

Aichi’s vision was put to test very early on. Soon after winning the bid there were very strong complaints from the citizens about potential environmental damage that might occur at the site originally chosen. To respond to the strong criticism, the municipality launched a series of meetings with the local population to identify the best alternative option. This was submitted to the BIE for modification and it was accepted.

The organizers maintained a similar attitude all along, building a site that gave environmental considerations high priority. Amongst the major achievements in the area of the theme, Aichi presented concrete solutions for the global issue of environmental conservation.



The New Energy Plant at EXPO 2005

Measures to reduce a negative impact on the environment were adopted across the operations of the whole site.



Visitors experienced new, environmentally-conscious social behavior (separation of trash into nine types)

Alongside the standard practice of purchasing electricity from power companies, Aichi 2005 introduced experimental facilities that demonstrated the potential for regional power grids using new and alternative sources of energy. The project established a small-scale electricity network that tapped new power sources (such as fuel-cells and solar power). This energy was used to power pavilions like the Japan Pavilion Nagakute. This iconic pavilion also illustrated the usage of bamboo. It was covered with a cage made from approximately 23,000 bamboo trunks which allowed the building to breathe while blocking solar radiation. The effective use of bamboo to reduce air conditioning load was promoted because

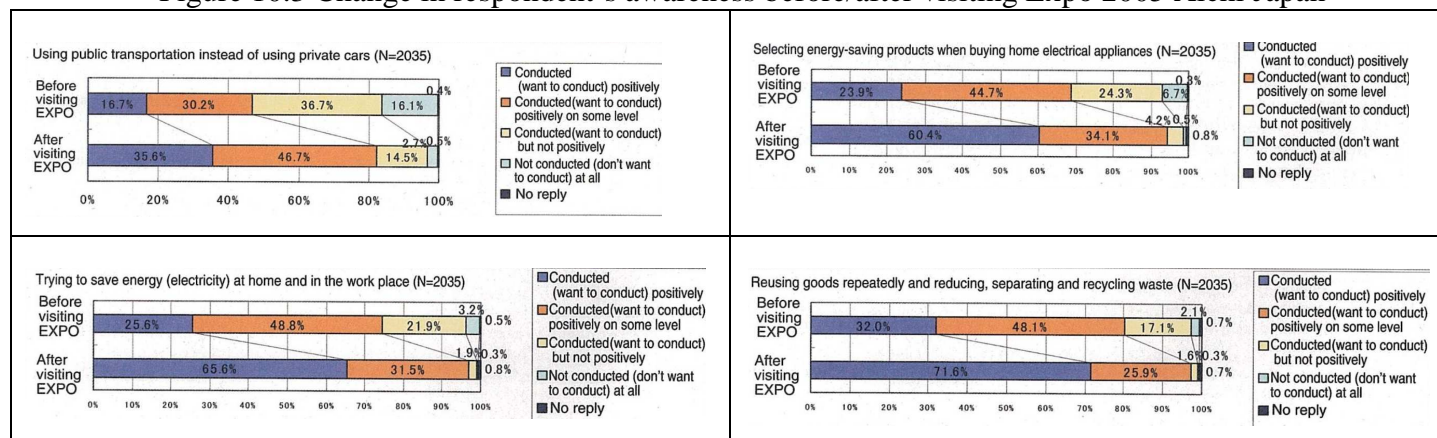
it also solved the problem in Japan of damage caused from excessively spreading bamboo trees.

Visitors experienced some of the most advanced environmental technologies in the world, which were being tested at the Expo site. These included: biodegradable-plastic eating utensils used everywhere on the site at food concessions; a world-class greening wall (bio-lung) for suppressing the heat-island effect seen in urban areas; the intelligent multimode transit system (IMTS), which moved visitors within the Nagakute Area, and the fuel cell hybrid bus that linked the perimeter of the site.

Aichi 2005 put major efforts towards encouraging new social behaviour and systems, especially recycling. The venue was litter-free, volunteers were trained to separate trash into nine different categories and many people donated towards environmental causes.

Aichi 2005 spearheaded a major effort of engagement and training of volunteers. The programmes were so successful that a joint training programme was later developed to support volunteer coordination in Zaragoza 2008 and Shanghai 2010.

Additional projects supported environmental education, including the innovative idea of Expo Eco-money EXPO Eco-Money was given to environmentally conscious behaviour off site. For instance, about 2,400 shops across the country gave Eco-Money points for the non-use of shopping bags. Accumulation of Eco-Money could be later exchanged for Eco-goods according to number of points or as contribution to reforestation activities.

Figure 10.3 Change in respondent's awareness before/after visiting Expo 2005 Aichi Japan¹⁶

Lessons Learned:

By referring consistently to its environmental theme in the design and in the operations of the Expo, Aichi 2005 was able to greatly increase the impact of its message. Significant efforts were made to make citizens active drivers and supporters of new environmental behaviour and policy implementation. This was achieved by engaging society within the site and beyond through specific programmes and educational campaigns.

3.4. CASE STUDY: BEIJING OLYMPICS 2008

The Beijing 2008 Olympics are widely recognized as a major logistic and operational success as well as a landmark sporting event with 10,500 athletes from 204 countries taking part in the 302 events.

The 2008 Olympics represented a major way for China to signal the country's opening up policy. Alongside this important effort in public diplomacy, the Games catalyzed a major project of urban transformation and new infrastructure development in the capital city. Most of the capital invested in the 2008 Olympics was in fact spent on infrastructure, which has helped shape and foster a greater environmental awareness among the public and was an opportunity to showcase China's commitment to growing in an environmentally sustainable manner.

¹⁶ Aichi 2005 Environmental Report.

The Beijing Olympics highlighted a number of environmental issues, including the city's poor air quality. During the bid phase in 2000, Beijing set ambitious goals to improve the city's environment. The goals ranged from addressing air and water quality and waste management to introducing environmental considerations in the development of new infrastructure.

As specified in the UNEP environmental report on the Games, in order to accelerate the achievement of environmental goals, Beijing decided to move forward the deadlines of a number of existing environmental targets in the Beijing 'Environmental Master Plan'.¹⁷ The outcomes became visible even before the Games started through:

- new wastewater treatment plants,
- expanded solid waste processing facilities,
- increased forestation and green belt areas,
- an improved public transportation fleet

Alongside the initiatives undertaken by the Beijing Municipality, the Beijing Organizing Committee implemented several projects to deliver sustainable Games. These initiatives ranged from waste reduction and recycling schemes at the venues and sustainable transport during the Games, to cooperation with sponsors on environmental sustainability and dialogue with environmental NGOs.

Air quality - The initiatives to improve air quality and reduce air pollution included:

- relocation and refitting of major polluting industries
- restrictions on construction sites
- conversion of coal burning boilers to cleaner fuels (natural gas)
- implementation of vehicle emission standards

Transport - Preparations for the Olympic visitors involved a significant expansion in the transportation infrastructure to improve local, regional, national and international connections. Beijing's airport was renovated and Terminal 3, the world's largest airport terminal, was added. Within the city of Beijing the subway doubled its capacity and size: it went from 4 to 11 train lines and from 64 to 114 stations. The improvement in public transport continues to help millions of residents in their daily commute, and the city's traffic authorities aim to significantly boost the proportion of people relying on public transport.

Energy and industry - The Beijing Games provided a strong catalyst for many environmental measures above and beyond the event itself, which included a significant transition of the energy infrastructure from coal to cleaner energy sources (natural gas).

¹⁷ An environmental protection programme developed by the Municipal Government for 1997-2015.

Water - New wastewater treatment plants were built, along with an improved sewage network. Significant efforts were also made to save and recycle water resources. A variety of water-saving schemes and rainwater collection and re-use systems were implemented in the Olympic Village and several competition venues. Efforts were also made to improve the quality and availability of drinking water, placing the protection of drinking water reservoirs and improving water quality high on the agenda.

Waste - Using the '3-R' principles of 'reduce, reuse, and recycle', Beijing implemented a systematic approach to managing waste. This effort focused on improving waste processing in the city, with new processing and disposal facilities for urban and hazardous waste (industrial and medical) being built around the city. As a result, Beijing is close to achieving its goals for waste management. According to official data, 4.13 million tons of waste were produced in 2006 in the eight central districts, while the overall processing capacity was 3.98 million tons, giving a processing rate of 96.5 per cent. Beijing also worked to improve education and awareness among its citizens about the importance of separating waste for recycling and reuse.

Forestation and protected natural areas - A key area of improvement was forestation and developing new protected areas to improve green coverage in the city and its surroundings. After the city won the bid to host the Olympic Games, green coverage in Beijing, defined as the area covered by lawns and the shadow of trees and bushes, expanded to more than 50 per cent of the city's area.

Lessons learned: Beijing 2008 shows how a mega-event can have a significant impact on urban infrastructure and livability provided that it is properly integrated in an already existing programme of infrastructure, technology and policy roadmap development.

3.5. LILLE 2004: BUILDING A DYNAMIC CULTURAL CAPITAL ON THE LEGACY OF AN INDUSTRIAL CITY

In 2004, Lille was the European Capital of Culture.¹⁸ From the opening celebration on 6 December 2003 until the closing on 28 November 2004, Lille 2004 welcomed 9 million visitors and hosted no less than 2,500 events (performances, exhibitions, festivities, etc.).

Lille is the regional capital of the Nord-Pas de Calais. It is a historical Flemish city and its combined urban area includes 180,000 residents plus those of 86 nearby towns, creating the fourth largest city in France with 1.2 million inhabitants. In the 70s and 80s, Lille went

¹⁸ Palmer R. "European Cities and Capitals of Culture" Report prepared for the European Commission" Part I and Part II, Palmer /Rae Associates, 2004.

through a major post-industrial depression with the closing of its textile plants and coal mines. Since then, the city had to rethink its future and undertake a major repositioning of its economy and its image. As a result, Lille decided to pursue the Capital of Culture which it was awarded for 2004.

The main motivation for this was to catalyze a major regeneration of the urban area and its greater region. The theme focused on “bringing back the colour” to Lille and transforming the traditional black and white image of the city and the northern region into a colorful one.

Hosting the European Capital of Culture enabled the city to focus on promoting creativity and exchange throughout the whole region, which it did successfully by engaging in 193 different cultural projects. It promoted social cohesion and enhanced civic pride and self-confidence by promoting creativity and cultural experiences. It brought art into the streets, organized popular street festivals and encouraged encounters between artists and the public.

Organisation and management - The events and venues of Capital of Culture in 2004 encompassed the whole of the Nord-Pas de Calais region as well as parts of Belgium. To this end, the city engaged a variety of institutional partners including State Ministries, city administration, regional administration, specialized departments and relevant local communities.

Cultural programme and cultural impact - The cultural programme took place over a large region. Over 160 towns were partners in the event, 7 of which were in Belgium. The programme included more than 2000 projects divided into three seasons. In general, the events attracted more visitors than anticipated. The opening night on 6 December 2003 attracted over 650,000 people, when only 150,000 were expected.

Infrastructure - For Lille 2004 the State and local authorities implemented several urban development projects that created new public facilities and restored cultural heritage sites. The city and region spent over 70 million Euros in infrastructure projects with funding coming from State and local authorities across the region and the European Union.

Economic impact - The key economic goals that Lille achieved included:

- attracting inward investment and company headquarters
- developing tourism
- expanding the market for cultural events, attractions and services,
- enhancing the general cultural environment and creating cultural employment,
- building and improving cultural infrastructure,
- boosting confidence of the local business community
- improving the external image of the city and region.

Visitor perspectives - From the perspective of visitors, the objective was to increase the number of people coming to Lille and to the region. Traditionally, Lille was a major crossroad, a place where people would pass but not stay. With Lille 2004, the city and region hoped to reverse this trend. A considerable effort was made to shift the view of a gloomy post industrial city into a vibrant cultural center. Participation in culture was an important objective and almost a quarter of the events in the programme took place in public spaces with open air activities and parades taking place every month.

Social perspectives - To meet the objectives of enhancing pride and self-confidence in the region, public participation in culture was viewed as having primary importance. To this end, the cultural approach aimed at blurring the distinction between 'high' arts and popular culture, by bringing many activities into the streets and designing projects in urban space that would favour participation and exchange of ideas. Many free events allowed an even broader participation. Many projects also had a strong thematic content aimed at social cohesion. They focused on social inclusion efforts, education about culture and cultural values, civil society and democratic participation, community and NGO development, cultural diversity and migration.

Legacy and long-term effects - The Lille 2004 programme was conceived as part of a long-term cultural development of the region and has had considerable political support. In addition to the tangible legacy in the city, the event supported the desired long-term efforts to transform the image of the city and improve its social fabric. Lille is today a city that continues its journey towards the future, with the designation of Lille3000.

Lessons Learned:

An event such as the European Capital of Culture can have impacts that span well beyond the cultural theme and help regenerate an entire industrial urban landscape very much in line with the vision of creative cities.

4. BETTER CITY, BETTER LIFE: HOW TO ENSURE SUCCESSFUL MEGA-EVENTS THAT BENEFIT YOUR CITY

One of the major concerns connected to mega-events is their sustainability from many different perspectives: environmental, social and economic. The degree of risk involved is quite high, but, as the case studies show, the rewards can be even higher.

Investment in a mega-event is an investment for the public good and that is how the event should be conceived and managed. Although international oversight bodies play a key role in ensuring this aspect, the host city and all of its partners are the most responsible to this end.

The first World Expo was held in London in 1851 and the first Summer Olympic Games of the modern era were held in Athens in 1896. Since then, cities and governments around the world have continued to see great value in hosting them.

Although each event is a novel experience in a novel context, urban leaders can rely on a number of best practices that have proven to support the success of the event which they wish to host.

Best practice 1: Develop clarity on the goals and objectives for your city based on its overall resources and identity.

This is a fundamental step which will help the city determine which outcomes it expects from the mega-event. It cannot be the other way around, i.e. a mega-event does not set the goal for the city. It is the city that, by setting its goals, will be able to identify which mega-event will be more suited to support their pursuit.

Best practice 2: Choose the right event

As described above, there are a variety of mega and large events that cities can choose from. Here we have not given a full description, but we have illustrated the main ones with a number of criteria that differentiate them.

Best practice 3: Ensure local consensus

No mega-event can be successfully organized without the active engagement of the citizens. If the event is indeed successful, citizens will be the first and ultimate beneficiaries in terms of a better living environment, higher quality services, a healthier and more interesting city to live in. However, they must be part of the preparation, as host cities rely heavily on the contribution of local volunteers. Success starts with the residents.

Best practice 4: Integrate the event into the long-term urban development strategy

As we have seen in the case study above, many of the effects of an Expo will be felt a long time after the event is over. At the same time, the purpose of these events is to accelerate and implement urban transformation. Thus, city administrators have to establish both tangible and intangible benefits that the city needs for the long term. Indeed, from a mega-event perspective, the concept of legacy is almost misleading. In other words, the legacy must be an essential part of the strategy for the city and its outcomes will only be as good as the clarity of the original objectives, which must encompass the overall roadmap for city and regional development.

Large events are generally viewed as catalysts for new inward investments and as a powerful accelerator of the already planned public investments. This is the so-called infrastructure legacy which is one of the clearest results to be achieved with the hosting of a large event. However, the long term impacts also involve the “soft” aspects which bear on the social fabric, the cultural vibrancy, the ability to innovate, an environmentally aware public, an enhanced international image, etc.

Best practice 5: Engage all the key stakeholders

Because the stakeholders in many large events are so different from each other, the project may frequently encounter difficulties, particularly in two areas: determining the appropriate governance and sharing the vision and relevant information. Having recognized the important contribution of the local, regional and national governments, the host must equally understand the perspectives and the role of both the participants as well as the international governing bodies. In this sense, they should all be viewed as “shareholders”¹⁹. Mega-events are not standard events that happen to be very large. They are public ventures that challenge a city and its administration to engage in new ways of thinking and managing large-scale urban development initiatives in close cooperation with all relevant entities.

Best practice 6: Establish an open and inclusive organization

Last but not least, creating and managing the event organization with an open and inclusive strategy is essential to achieving the greatest benefits. This means not only involving political and business stakeholders but also universities, schools and citizens through information campaigns and volunteer opportunities.

5. LINKS FOR FURTHER INFORMATION

<http://www.bie-paris.org>

<http://www.olympic.org/>

http://ec.europa.eu/culture/index_en.htm

<http://www.uncsd2012.org/rio20/index.php>

¹⁹ V.G. Loscertales, *How to get the most benefits from Mega-events*, paper presented at Global City Conference, Abu Dhabi, 2011.

<http://www.expo2010.cn/>

<http://torino2006.olympic.cn/>

<http://www.ningbo.gov.cn/>

<http://www.expo2010.cn/expo/chinese/node578/>